

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Cloverdale Foods Company

North Dakota Manufacturing Extension Partnership

Cloverdale Foods Company Reduces Employee Turnover

Client Profile:

Cloverdale Foods Company engages in the manufacture and distribution of processed meats in the Western United States. It offers pork products through grocery and foodservice outlets, and retailers. Cloverdale Foods Company, formerly known as Mandan Creamery and Produce Company, was founded in 1915 and is based in Mandan, North Dakota. Cloverdale Foods employs 300 people.

Situation:

Cloverdale wanted to improve their business operations and manufacturing processes. The company called upon the North Dakota Manufacturing Extension Partnership (Dakota MEP), a NIST MEP network affiliate, to start a process of training and empowering the company's management in leading and teaching other employees to better engage the workforce on initiating improvements.

Solution:

Dakota MEP introduced the concept of Training Within Industry (TWI) to company employees to standardize job instruction, improve job methods, and introduce and implement a job improvement proposal program. Dakota MEP assisted the company in developing a continuous improvement mindset through the implementation of Job Instruction and Job Methods concepts. TWI's Job Relations teaches supervisors to build effective job relations with people and also provides them with a four-step process to identify issues early on and deal with them before they escalate. TWI's Job Methods module teaches supervisor how to improve the way jobs are done. The aim of the program is to help produce greater quantities of quality products in less time by making the best of manpower, machines, and materials available. Supervisors instruct, involve and support their staff in breaking down jobs into their constituent operations, to question each of these details (Why? What? Where? When? Who? How?), to develop a Standardized Work procedure. Set up Reduction and Job Methods training were held on the grinder. The grinder is on the front end of many lines, and if it falls down, it can cause delays in several lines at one time. As a result of applying what was learned in Job Methods training, the set up time was reduced by 50 percent. Using 5S (Sort, Set in Order, Shine, Standardize, Sustain) Workplace Organization, several carts were designed with a place for everything. This also resulted in achieving a 50 percent reduction in set-up time on other machines. As a result of Dakota MEP's assistance, Cloverdale has experienced a 62 percent decrease in employee turnover.

Results:

- * Reduced set-up time by 50 percent on two major machines.
- * Reduced employee turnover by 62 percent.

Testimonial:

www.mep.nist.gov



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"TWI is a very powerful and proven tool than can help any organization achieve its goals through the effective management of their people. The training is very effective and Dakota MEP has a deep bench of talent to draw from."

Sam Towner, Director of Operations